Strategic Plan

October 2001

Fiscal Year 2003

Missouri Department of Revenue

Index

Overview

The Fiscal Year 2003 Strategic Plan charts the future course for the Missouri Department of Revenue. The plan sets forth the vision, mission, values, outcomes, objectives, and products for our departmental team, for others in state government, and for our customers.

The plan is important to our team because it is our standard of measure for progress toward better service to citizens and for our continuous improvement as a team. The plan is important to others in state government because it affirms our commitment to implementing policy, enforcing compliance, and working together in the service of citizens. Finally, the plan is important to the citizens of Missouri because it is our pledge to work toward the highest standards of responsible service to the citizenry and business community-our customers.

This plan was developed in a series of team meetings with representatives from leadership throughout the department. The meetings sought input and consensus of leaders from all three divisions and from field offices. We began the process with the prior year plan. Feedback from our Missouri Quality Award application, quantitative updates from our measures, inputs from customers, budget projections, projected strategic issues, and the best judgment of our team were all used to update and modify the previous plan. This process produced the Missouri Department of Revenue Fiscal Year 2003 Strategic Plan, which will help the department team navigate the course of the future for the great state of Missouri.

Vision

Simplify

Mission

Simplifying what we do to make the government work for you

Values

We are dedicated to serving our customers fairly, equitably, and with the highest level of integrity. We value our:

Bottom Line

Measuring our performance and communicating results

Front Line

Soliciting the involvement and ideas of front line workers

Customer Line

Asking customers what they want and ensuring the lines of communication are open so they can tell us

Outcomes

- *Increased customer satisfaction*
- *Increased voluntary compliance*
- *Decreased cost of compliance*
- *Increased quality performance*

Objectives

- *Improve external and internal communication*
- *Improve/develop a systematic query/complaint process*
- *Expand alternative service delivery methods*
- *Improve legislative support processes*
- *Make the Department of Revenue a great place to work*
- *Reduce the age of major technology software and hardware*
- *Increase the amount of the department's budget funded by alternative sources*
- *Improve field operations*
- *Ensure workforce diversity*
- *Ensure security/privacy*

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Continue improvement and achieve targets on key operational products and key support products

Key Operational Products

Division of Taxation and Collection:

- *Individual Income Tax Return (Form)*
- *Sales Tax Return (Form)*
- *Sales Tax Audit*
- *Corporate Income Tax Return*
- *Corporate Income Tax Audit*
- *Business Tax Collection Case*
- *Individual Income Tax Collection Case*
- *Withholding Tax Return*
- *Fuel Tax Return*

Division of Motor Vehicle and Drivers Licensing:

- *Field Office Operation*
- *Driver License - Initial*
- *Driver License - Renewal*
- *Motor Vehicle Title*
- *Motor Vehicle Registration*
- *Insurance Verification*

Highway Reciprocity Commission:

- *Motor Carrier Registration*
- *Motor Carrier Fuel Report*

Key Support Products

Division of Administration:

- *Criminal Investigation Case*
- *Performance Management Plan*
- *Mail Process*
- *Purchasing Process*

General Counsel's Office:

- *Regulations*

Revenue Technology:

- *Website Plan*
- *Network Plan*

Strategic Issues

An environmental assessment conducted by department management identified six strategic issues impacting its operation.

- *Internal Customers (employees)*
- *Customer Demographics*
- *Customer Demands*
- *Technology*
- *Legislation*
- *Funding*

Internal Customers (employees):

- *Strengths identified at the Department of Revenue include:*
  - ‣ *Employee skills*
  - ‣ *Relationship with stakeholders*
  - ‣ *Customer focus*
  - ‣ *Leadership at all levels of management*

- *Areas for improvement identified at the Department of Revenue include:*
  - ‣ *Complexity of laws, systems, and procedures*
  - ‣ *Obsolete/aging computer systems*
  - ‣ *Communication*
  - ‣ *Field support*
  - ‣ *Keeping up with the large volume of telephone calls*

Customer Demographics:

- *Diversity of population (in language, customs, age) makes communication and transactions more difficult*

- *Customers have an increased demand for services*

- *Suburban areas are growing, creating new needs for taxation field offices, and increased use of/changes to Tax Increment Financing, tax jurisdictions, etc.*

- *Customers are becoming more technology savvy, increasing expectations for e-government*

Customer Demands:

- *Customer demands for better, faster, and cheaper service delivery are driving us to improve continuously*

- *Increased concern for privacy means we must maximize security and safeguard the public interest*

- *Demand for one stop shopping is driving us to create interagency partnerships*

Technology:

- *The increasing rate of change is forcing changes in administrative procedures such as procurement, budgeting, etc.*

- *Increased demand for e-government is rendering aging, expensive legacy systems obsolete*

- *Increased competition for Information Technology (IT) workers makes it difficult to attract and retain the workforce we need*

Legislation:

- *Increase in the number of new legislators, due to term limits, creates the need for us to further simplify and better communicate the nuances of tax, motor vehicle, and driver licensing laws*

Funding:

- *Restrictions on highway funds may prevent motor vehicle operations from accommodating a growing population and increasing customer expectations*

- *Demand for e-government is raising difficult issues about funding sources, revenue, and private sector partnerships*

- *Lack of General Revenue funds to meet demands*

Outcomes With Measures

The department has identified four outcomes that define the results it is pursuing to encompass its vision and mission. The two operating divisions have identified a key measure for each outcome that the department uses as a barometer of its success.

The first outcome, Increased Customer Satisfaction, is paramount as it is an indicator of how well we are serving the citizens of Missouri in the delivery of the department's key products of personal income tax filing, vehicle registration, driver license issuance, and sales tax filing. By being customer-focused, the department team uses feedback from customer focus groups when making changes to its products.
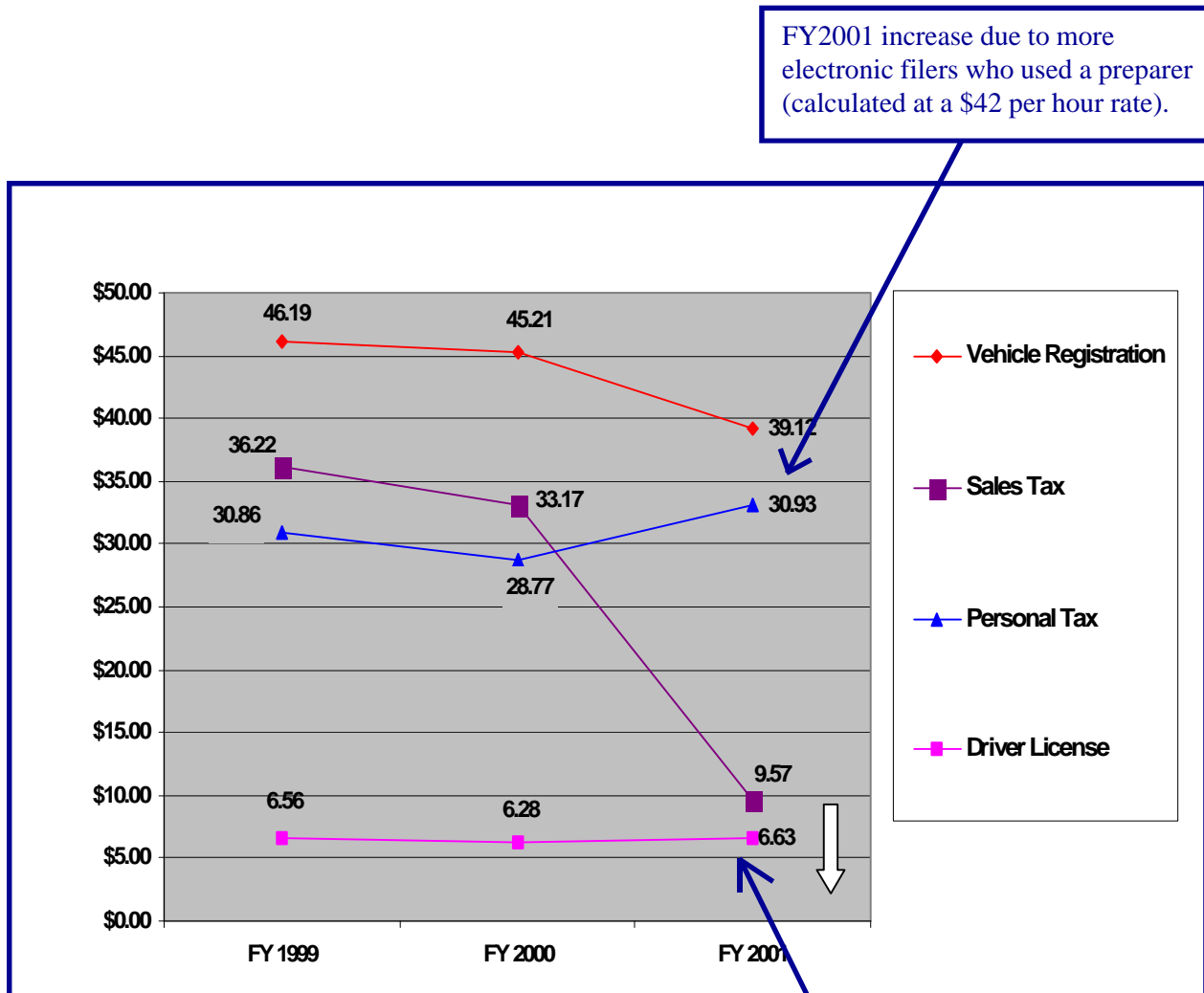
Increased Voluntary Compliance measures the department's effectiveness in educating customers on the importance of complying with the laws and regulations, and how effective it is in delivering its key products so that citizens register and file on a timely basis.

Decreased Cost of Compliance is an outcome sought by the department to continually reduce the cost of government to the citizens both in the cost of fees and the cost to operate the department. The recent change initiative has guided the department in looking closely at its processes to eliminate all non-value added time and motion in its processes.

Increased Quality Performance looks at the quality level of the department team and how well its processes are working. In this area, the team is continually looking at root causes of errors and delays and working through solutions to eliminate the errors and non-value added time.

Increased customer satisfaction:

Cost of time and fees a customer spends annually for vehicle registration, personal income tax filing, and driver license issuance; plus average annual cost to a business to file sales tax returns

FY2001 increase due to more electronic filers who used a preparer (calculated at a $42 per hour rate).

FY2001 inflated due to issuance of 6-year driver license. Existing program does not report breakout between 3-year and 6-year. (Figure includes fee for 6-year calculated on a 3-year cycle.)

Increased customer satisfaction (continued):

Number of days to process personal income tax refund
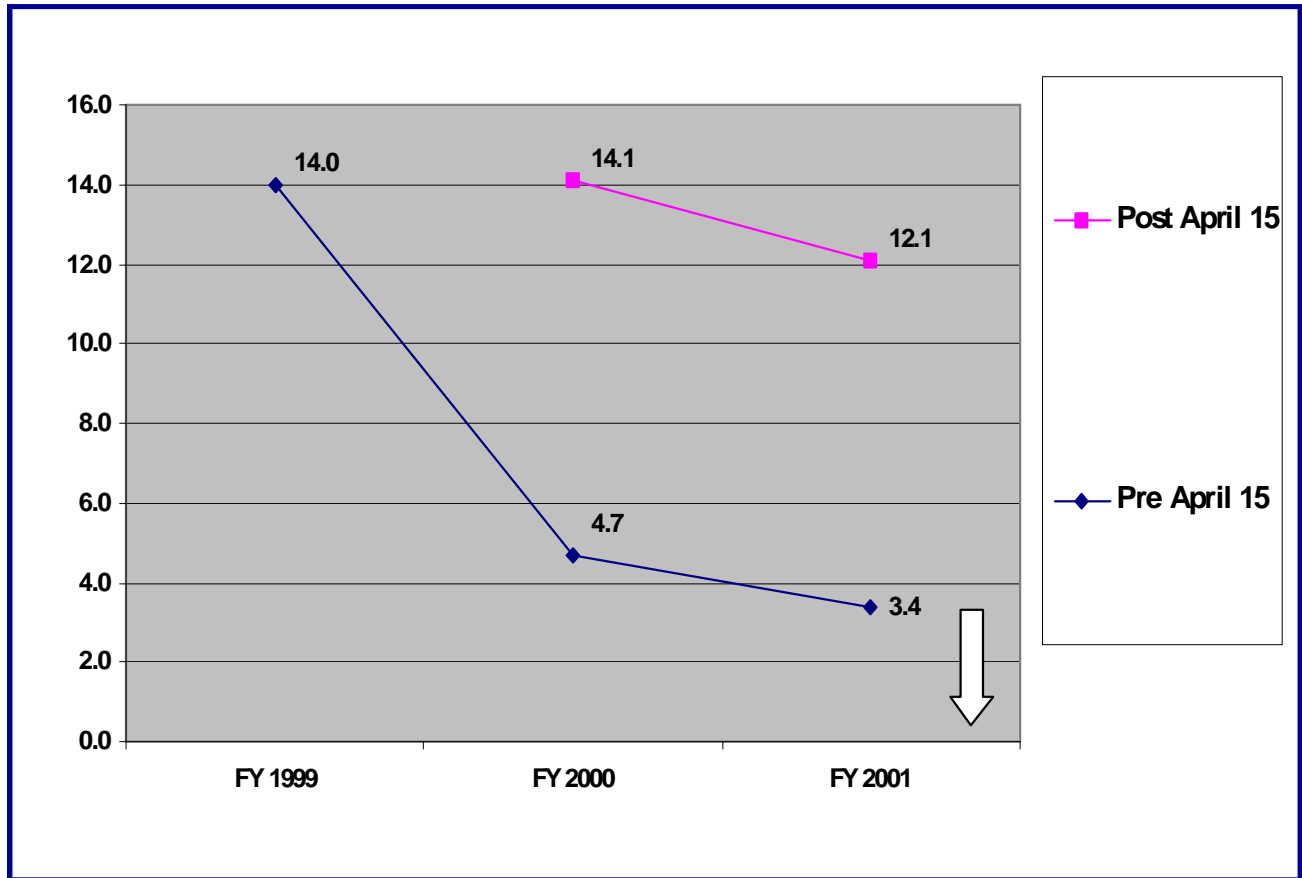
Increased voluntary compliance:

Percent of driver license issuances/vehicle registrations, personal income tax filings and sales tax returns completed accurately on time the first time

Outcomes With Measures
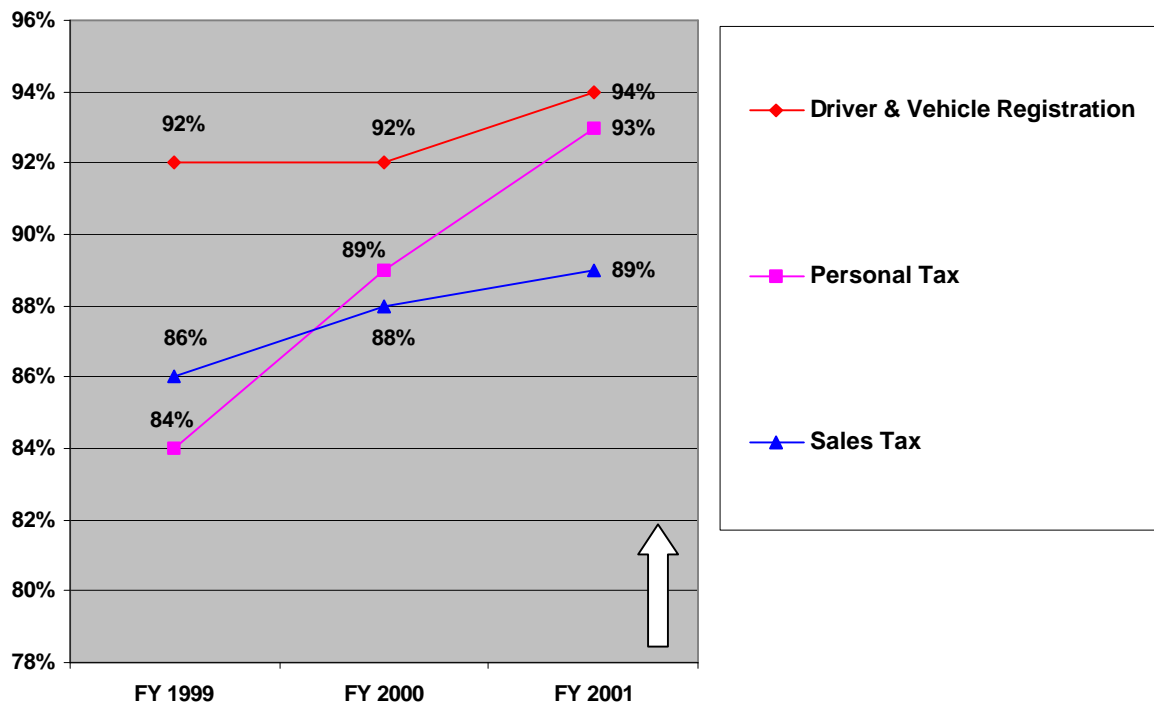
Decreased cost of compliance:

Cost of time and fees customer spends annually for vehicle registration, personal income tax filing, and driver license issuance; and the average annual cost to a business to file sales tax returns; plus the department's annual cost
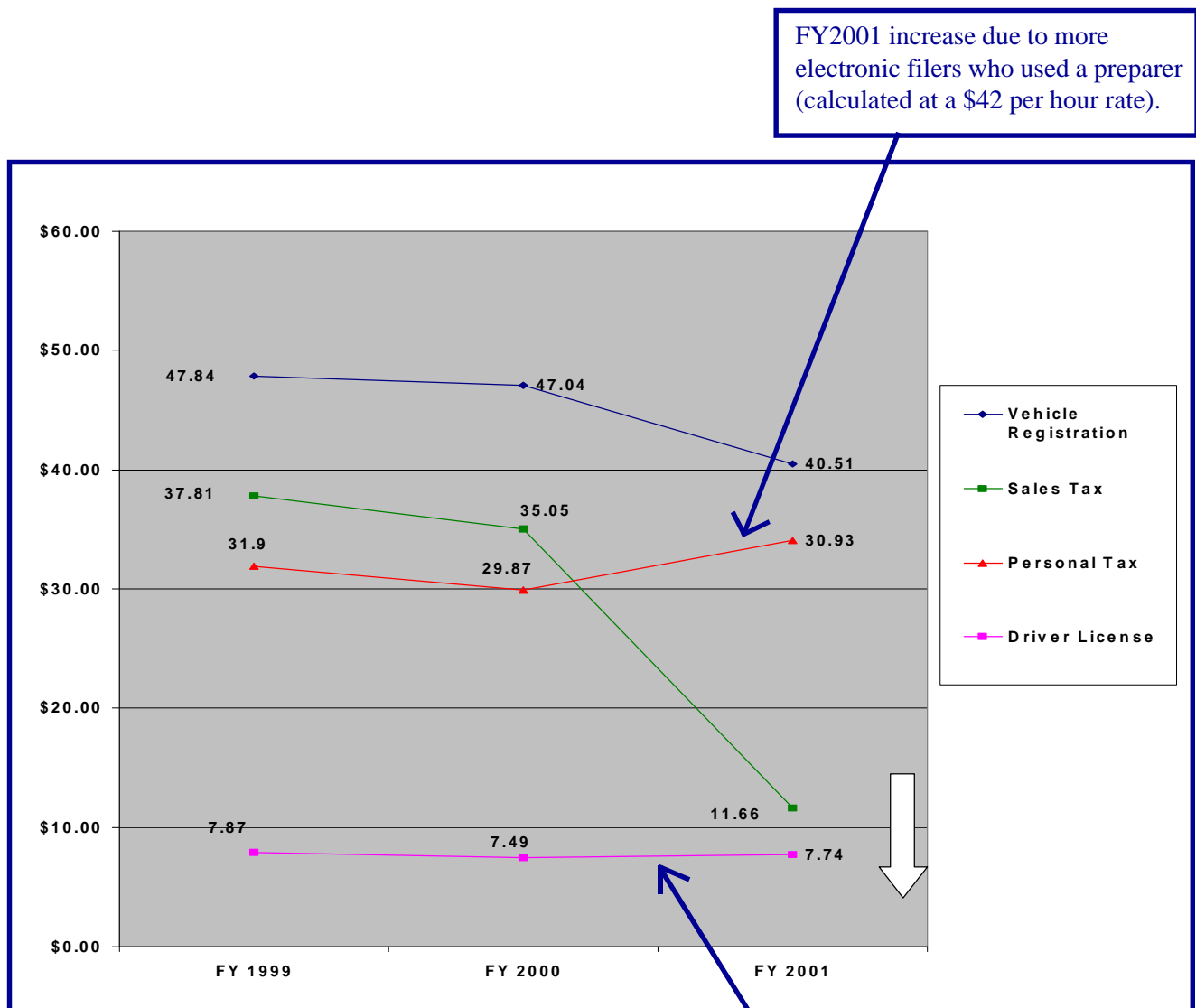
FY2001 increase due to more electronic filers who used a preparer (calculated at a $42 per hour rate).

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Increased quality performance:

- *Percent of driver license issuances, sales tax returns, vehicle registrations, and personal income tax returns processed correctly by the department*

Future Measures:

- *Missouri Quality Award self-assessment score in 2003*
- *Malcolm Baldrige national quality application score (whenever the award is opened to public entities)*
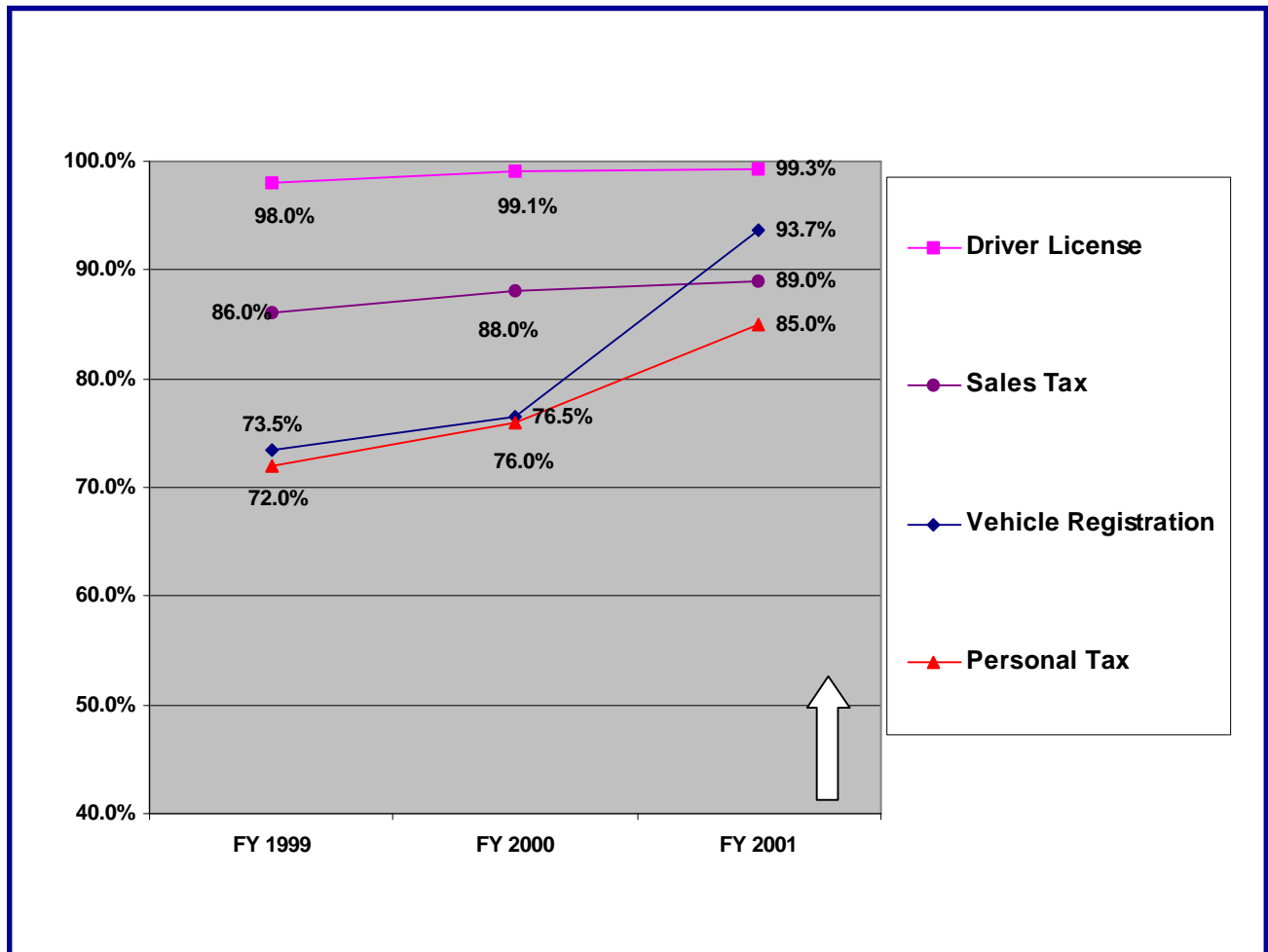
Objectives With Measures and Strategies

The department selected its objectives with input from all levels of management. The objectives are more specific than the outcomes, but are also a department-wide measure of the effectiveness of products and processes. To assure attention is given to the objective and the necessary strategies are identified and action plans are developed, an upper-level management sponsor has been named for each objective.

Since this is the initial identification year of objectives with sponsors, the strategies are fairly uniform: assigning a sponsor; establishing a team; determining research requirements; developing strategies and action plans; and determining baseline, periodic, and benchmark metrics. The goal is to have the teams' work complete by the end of Fiscal Year 2002 so that realistic targets can be set for three to five years out for each objective measure. These targets, along with appropriate strategies, will be incorporated into the strategic plan.

Improve External and Internal Communication:

Measure	Baseline	Targets		
	FY 02	FY 03	FY 04	FY 05
Percent of customers who think communication has improved				
External	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline
Internal	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- *Assign a sponsor*
- *Establish a department objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Continue the Communication Review Board's (CRB) review of written communication to ensure clarity*
- *Continue publication of the employee newsletter, Rev-E-News, 52 weeks a year*

Improve/Develop a Systematic Query/Complaint Process:

Measure	Baseline	Targets		
	FY 02	FY 03	FY 04	FY 05
Number of customers receiving correct answer with initial contact	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- *Assign a sponsor*
- *Establish a department objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Develop standard answers to similar questions*
- *Expand self-service on-line*
- *Research and evaluate prepackaged customer relationship management products*

Expand Alternative Service Delivery Methods:

Measure	Baseline	Targets		
	FY 02	FY 03	FY 04	FY 05
Number of transactions available electronically	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- *Assign a sponsor*
- *Establish a department objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Constantly review new technology reports and bring new technologies into the department on a pilot basis when they carry a potential benefit to customers*
- *Continue to keep our web sites, brochures, and other materials available in many different formats and locations*
- *Work with the Office of Social and Economic Data Analysis (OSEDA) and the state demographer to understand where Spanish-speaking Missourians are living and working*
- *Monitor federal agency reaction and implementation of Section 508, as well as others, and model after successful compliance efforts*
- *Monitor legislation for technological requirements and try to anticipate need for resources and training to meet them*

Improve Legislative Support Processes:

Measure	Baseline	Targets		
	FY 02	FY 03	FY 04	FY 05
Percent of timely fiscal note responses	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- *Assign a sponsor*
- *Establish a department objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*

Make the Department of Revenue a Great Place to Work:

Measure	Baseline	Targets		
	FY 02	FY 03	FY 04	FY 05
Percent of employees that think the department is a great place to work	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- *Assign a sponsor*
- *Establish a department objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Build a list of possible actions that would make the department a great place to work*

Reduce the Age of Major Technology Software and Hardware:

Measure	*Baseline*	*Targets*		
	FY 02	FY 03	FY 04	FY 05
Percent of information technology considered "current" (not into renewal cycle)	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- • *Assign a sponsor*
- • *Establish a department objective team*
- • *Determine research requirements*
- • *Develop initial strategies and action plans*
- • *Determine baseline, periodic, and benchmark metrics*
- • *Determine scope of technologies on hand and their depreciation rates*
- • *Collect industry information regarding technology renewal cycles*
- • *Develop a cost/benefit analysis for the renewal of various groups of technologies*
  - ‣ *Legacy applications*
  - ‣ *Delivery method*
  - ‣ *Infrastructure (server, network, mainframes)*
  - ‣ *Desktops and office suites*

Increase the Amount of the Department's Budget Funded by Alternative Resources:

Measure	Baseline	Targets		
	FY 02	FY 03	FY 04	FY 05
Percent of budget obligations funded through alternative resources and methods	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- *Assign a sponsor*
- *Establish a department objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Benchmark other states' successes in establishing alternative funding methodologies*
- *Benchmark other states' ability to limit activity to core functions*

Improve Field Operations:

Measure	*Baseline*	*Targets*		
	FY 02	FY 03	FY 04	FY 05
Percent of offices meeting facility and technology standards	Baseline established	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- *Assign a sponsor*
- *Establish a department objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Establish facility and technology standards*
- *Establish data on the telephone systems in field offices*
- *Enhance communication to/from Jefferson City and field offices throughout the state*
- *Establish the practice with Office of Administration to obtain more input into leasing agreements*

Ensure Workforce Diversity:

Measure	Baseline	Targets		
	FY 02	FY 03	FY 04	FY 05
Percent of geographical locations meeting parity	60%	Improvement over baseline	Improvement over baseline	Improvement over baseline

Strategies

- *Assign a sponsor*
- *Establish a department objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Require underutilized positions to be posted*
- *Benchmark minority recruitment*
- *Organize a career day with local Historically Black Colleges or Universities (HBCU) to highlight career opportunities for upcoming graduates*
- *Broaden sources used to advertise vacancies*

Ensure Security and Privacy:

Measure	Baseline	Targets		
	FY 02	FY 03	FY 04	FY 05
Percent of security evaluation targets (servers, applications, networks) passing security health check	Baseline established	Improvement over baseline	Improvement over baseline	Improvemet over baseline

Strategies

- *Assign a sponsor*
- *Establish a department objective team*
- *Determine research requirements*
- *Develop initial strategies and action plans*
- *Determine baseline, periodic, and benchmark metrics*
- *Establish and approve procedure and policy plans to support information security for the department*
- *Develop and formalize ongoing security committees outlined in the procedure plan*
- *Develop and manage migration and implementation project plans to move toward adherence to established department security procedures*
- *Develop and implement a formal compliance system to ensure ongoing adherence to the department's information security procedures*

Key Operational and Support Products

Three years ago the department's three divisions identified products in their areas key to the operation of the department. Baseline data, benchmarks, and targets have been researched and set. Management analyzes this data quarterly to determine if strategies in place are producing the desired results or if corrective actions are appropriate.

Each year the department continues to refine this process. During its strategic planning meetings this past spring, it identified ten new products, including two products of the Highway Reciprocity Commission, to include in the key products list. An icon-notation accompanies the information on the newly identified key products. The baseline data, benchmarks, and targets are not developed on these products. As with objectives, a team will research and determine appropriate action steps and metrics by the end of Fiscal Year 2002 that will be added to the strategic plan.

Key Operational Products
Division of Taxation and Collection

Individual Income Tax Return:

Measures	Baseline	Results	Benchmarks				Targets		
	FY 00	FY 01	IL	CA	IN	DE	FY 02	FY 03	FY 04
Number of returns processed (thousands)	2,846.9	2,746.0					2,785.0	2,815.0	2,845.0
Paper	2,157.7	1,962.7					1,908.0	1,832.0	1,803.0
Telefile	135.7	88.3					102.0	138.0	152.0
Electronic	553.6	695.0					775.0	845.0	890.0
Percent of returns processed correctly the first time through the system:									
Paper	72%	79%	87%				82%	83%	84%
Telefile	85%	92%		72%			93%	94%	95%
Electronic	90%	94%			96%		95%	96%	96%
Revenue generated by this product (billions)	$3.5	$3.9					$3.8	$3.9	$4.0
Percent of people filing short form or utilizing technology methods	54%	59%					61%	63%	65%
Percent of taxpayers receiving a Notice of Adjustment	11%	11%	22%	8%			8%	7%	6%
Average number of days to receive a refund: Pre April 15	4.7	4.5					4.5	4.5	4.5
Post April 15	14.1	55.8					13.9	13.7	13.5
Paper			35	15					
Electronic			10	2					
Average number of days to make deposit: Pre April 15	1.9	1.6	1.3	1		3.0	1.6	1.5	1.5
Post April 15	6.3	5.8		8-12			6.5	6.5	6.5
Cost to correct mistakes (thousands)	$781.9	$1,042.9					$880.0	$860.0	$840.0
Number of days to process one return									
Paper	7.7	6.4					6.7	6.4	6.3
Telefile	4.5	4.4					4.4	4.4	4.4
Electronic	4.3	4.4					4.3	4.3	4.3
Total cost to produce (thousands)	$3,137.0	$2,570.5					$2,600.0	$2,675.0	$2,750.0
Cost to produce one	$1.10	$0.94					$0.93	$0.95	$0.96
Total cost to customers (millions)	$81.9	$91.0					$95.2	$99.7	$103.6
Cost to customer (time and money) to produce one	$28.77	$33.14					$34.20	$35.43	$36.40
Return on citizens' investment	$42.14	$42.33					$39.89	$39.09	$38.62
Return on investment	$1,100	$1,502					$1,461	$1,457	$1,454

Individual Income Tax Return (continued):
Strategies

- *Simplify the income tax form and instructions*
- *Emphasize technology filing methods in booklets*
- *Explore the feasibility of increasing the filing threshold to eliminate filers who owe no Missouri tax.*
- *Continue revising the processing system and procedures to reduce data entry errors; and continue analyzing (and eliminating) edits that flag returns for review when changes are not needed to the return*
- *Expand the depatment's web page to include information to assist taxpayers with completing the Missouri return and common mistakes to avoid*

Key Operational Products
Division of Taxation and Collection

Sales Tax Return:

Measures	Baseline	Results	Benchmarks				Targets		
	FY 00	FY 01	MN	FL	IL	DE	FY 02	FY 03	FY 04
Number of returns processed	771,409	694,646					+/-.5%	+/-.5%	+/-.5%
Percent of returns processed correctly the first time through the system									
Long form	90%	89%	90%	90%			93%	95%	96%
Voucher	88%	90%					93%	95%	96%
Revenue generated by product (billions)	$1.262	$1.278					1.32		
Percent of first time filers submitting correct returns		84%					87%	90%	93%
Percent of returns with errors	12%	11%		13%		29%	7%	5%	4%
Percent of returns submitted electronically	4.4%	4%					9%	12%	15%
Percent of returns filed using a voucher	48.5%	51%					47%	45.5%	44%
Average number of days to process one return Long form	4.9	3.2					3.0	2.5	2.0
Voucher	2.8	1.7	<36			4.8	1.5	1.3	1.2
Average number of days from receipt in mail room to deposit		.8			1.3	.53	.7	.6	.5
Total cost to produce (thousands)	$1,402.0	$1,458.3					$1,385.4	$1,316.1	$1,250.3
Total cost to produce one	$1.82	$2.10					$2.00	$1.90	$1.80
Total cost to customers (time and money) to produce one	$4.02	$1.16					$1.10	$1.05	$1.00
Total cost to customers (thousands)	$3,147.1	$802.1					$762.0	$723.9	$687.7
Return on citizens' investment	$401	$1,593					$1,720		
Return on investment	$900	$876					$946		

Strategies

- *Incorporate remittance processing system edits*
- *Key returns with locations out of sequence*
- *Fill in blank forms with calculations (department web page)*
- *Pre-edit completion of adjustment field when taxable sales line is less than gross receipts*
- *Continue work of sales tax process/error review team*
- *Identify additional sales/use tax returns/documents that can be sent directly to imaging and bypass pre-edit process*
- *Market web filing*

Key Operational Products
Division of Taxation and Collection

Sales Tax Audit:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Number of audits opened	2,191	2,073	2,400	2,500	2,600
Audits closed: High complexity	413	357	360	375	390
Medium complexity	1,226	1,047	1,020	1,063	1,105
Low complexity	1,220	1,001	1,020	1,062	1,105
Revenue generated per audit		$11,790	$12,000	$12,500	$13,000
Total cost to produce an audit		$2,698	$2,600	$2,550	$2,500
Return on investment		$4.37	$4.62	$4.90	$5.20
Number of days in audit cycle (average of high, medium, and low complexity)	196	213	210	190	180
Number of hours per audit (average of high, medium, and low complexity)		71	70	65	60
Percent of employee turnover	13%	16%	13%	12%	11%
Number of employees	195	194	200	205	210

*Given current market conditions, Field Audit is unable to recruit and retain qualified auditors. Field Audit currently has 13 percent fewer auditors than five years ago.

Strategies

- *Increase audit efficiency by increasing pre-audit contact, allowing auditors latitude in materiality decisions with the aid of supervisors*
- *Contact and advise new tax registrants*
- *Continue education programs for auditors*
- *Analyze audit review process and eliminate inefficiencies*
- *Continue Taxpayer Education/Audit Support Group*
- *Increase audit efficiency and taxpayer education by improving audit selection and analysis and industry research through the use of available technologies*
- *Correct Missouri Integrated Tax System (MITS) transcript download and adapt to Excel software*
- *Change customer survey to identify areas of improvement*
- *Create pay proposal within budget limitations to help auditor recruitment and retention efforts*
- *Establish internal certification program for auditors to promote auditor education and to allow for progressing auditors to move up within their pay ranges, thereby helping reduce auditor turnover*
- *Use graphs and charts in all offices to show goals and results*

Corporate Income Tax Return:

Measures	*Baseline*	*Results*	*Targets*		
	FY 00	FY 01	FY 02	FY 03	FY 04
Number of returns processed:					
Original corporate returns	68,101	63,866	64,000		
Amended corporate returns	7,784	6,232	6,500		
Original S coporate returns					
Amended S corporate returns					
Percent of returns processed correctly the first time: Original corporate returns	54%	58.25%	60%		
Amended corporate returns	9.5%	8%	9%		
Original S corporate returns					
Amended S corporate returns					
Revenue generated by product (millions):					
Corporate returns	$245.4	$188.6	$190.0		
S corporate returns					
Cost to correct mistakes:					
Original corporate returns	$236,454	$235,855	$233,000		
Amended corporate returns	$26,283	$29,182	$28,000		
Original S corporate returns					
Amended S corporate returns					
Time to process one return (days):					
Original corporate returns	10.31	13.8	9		
Amended corporate returns	11.11	15.3	11		
Original S corporate returns					
Amended S corporate returns					
Total cost to produce:					
Original corporate returns	$690,568	$667,791	$660,000		
Amended corporate returns	$76,384	$66,559	$60,000		
Original S corporate returns					
Amended S corporate returns					
Cost to produce one return:	$10.11	$12.28	$10		
Corporate return					
S corporate return					

Corporate Income Tax Return (continued):

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Cost (time and money) to customer to produce one return:					
Corporate return	$100.00	$100.00	$100.00		
S corporate return					
Total cost (time and money) to customers (millions):					
Corporate return	$7.6	$7	$7		
S corporate return					
Number of telephone calls received	27,065	14,985	16,000		

Note: Due to the recent blending of corporate tax and franchise tax, it is premature to set FY 03 and FY 04 targets. This is the initial year of measuring the S Corporate Income Tax Return. Therefore, no targets will be set until data have been gathered and analyzed.

Strategies

- *Integrate franchise tax return processing into the Corporate Tax Subsystem*
- *Design and implement a new front-end entry system to replace Lifeworks*
- *Revise the Power of Attorney regulation to expand the "duly authorized representative" to include in-house tax personnel of the taxpayer*
- *Continue to evaluate system tolerances to determine if reviews are justified*

Key Operational Products
Division of Taxation and Collection

Corporate Income Tax Audit:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Number of audits opened	500	486	525	550	575
Number of audits closed:					
High complexity	76	109	90	100	110
Medium complexity	378	307	270	270	275
Low complexity	321	213	165	180	190
Revenue generated per audit (average)	$48,000*	$19,300	$10,000	$10,500	$11,000
Total cost to produce an audit (average)		$1,140	$1,140	$1,100	$1,090
Return on investment		$16.93	$8.77	$9.55	$10.09
Number of days in audit cycle (average of high, medium, and low complexity)	140	149	140	130	125
Number of hours per audit (average of high, medium, and low complexity)		30	30	25	22
Percent of employee turnover	13%	16%	13%	12%	11%
Number of employees	195	194	200	205	210

* Findings for FY 00 are skewed by two major assessments.

**Given current market conditions, Field Audit is unable to recruit and retain qualified auditors. Field Audit currently has 13 percent fewer auditors than five years ago.

Strategies

- *Increase audit efficiency by increasing pre-audit contact, allowing auditors latitude in materiality decisions with the aid of supervisors*
- *Contine education programs for auditors*
- *Analyze audit review process and eliminate inefficiencies*
- *Continue Taxpayer Education/Audit Support Group*
- *Increase audit efficiency and taxpayer education by improving audit selection and analysis and industry research through the use of available technologies*
- *Change customer survey to identify areas of improvement*
- *Create pay proposal within budget limitations to help auditor recruitment and retention efforts*
- *Establish internal certification program for auditors to promote auditor education and to allow for progressing auditors to move up within their pay ranges, thereby helping reduce auditor turnover*
- *Use graphs and charts in all offices to show goals and results*

Business Tax Collection Case:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Number of accounts opened	110,128	109,079	96,000	95,500	94,500
Number of accounts closed (information)	57,727	58,795	47,520	40,000	42,550
Revenue generated by this product (millions)	$117.9	$116.9	$120.0	$125.0	$126.0
Number of days in cycle from open to close of accounts	75% in 60 days	76% in 60 days	79% in 60 days	82% in 60 days	85% in 60 days
Total cost to produce (millions)	$5.2	$5.0	$5.5	$5.6	$5.7
Average cost per account	$47.34	$43.98	$50.00	$54.36	$58.16
Return on investment	$22.49	$23.69	$21.89	$22.23	$22.11

Strategies

- *Convert Missouri Integrated Tax System (MITS) notices to facilitate payment and processing*
- *Minimize impact of below tolerance underpays/overpays on MITS accounts*
- *Implement recommendations of Withholding Process Team*
  - *Develop program to identify consecutive non-filers*
  - *Review non-filers and determine actions*
  - *Review withholding form for possible changes*
- *Develop web filing for withholding tax accounts*
- *Develop new measures and reports by tax type*
  - *Include sources of "information only" closed accounts*
  - *Perform analysis on data to determine appropriate strategies to reduce "information only" accounts*
- *Analyze accounts referred to collection agencies*
- *Coordinate Business Tax collection efforts with Customer Assistance Center collection efforts*
  - *Analyze timing*
  - *Develop measures of taxpayer response*
- *Analyze feasibility of pilot project for direct contact with problem accounts*

Individual Income Tax Collection Case:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Number of accounts opened	179,254	179,333	185,000	185,000	185,000
Number of accounts closed	180,539	170,078	185,000	180,000	180,000
Revenue generated (millions)	$91.3	$75.5	$85	$86	$89
Percent of accounts closed within 90 days	68%	69%	70%	70%	70%
Total cost to produce (millions)	$4.7	$4.9	$5.0	$5.1	$5.2
Cost to produce one	$26.32	$28.89	$27.03	$28.33	$28.88
Return on investment	$19.21	$15.36	$17.03	$16.86	$17.11

Strategies

- *Increase third party collections*
- *Develop notice of proposed changes*
- *Reduce pending correspondence*
- *Evaluate correspondence extractions, control, and response process*
- *Develop procedure manual for both Technical Resolution Section and Quality Review Section*
- *Further develop Missouri Individual Income Tax System (MINITS)*
- *Monitor account aging*
- *Cleanup Computer Assisted Collection System (CACS) work list*
- *Produce no-remits timely*
- *Pursue legislative proposal to charge delinquent customer collection fees*

Key Product Initial Year

Key Operational Products
Division of Taxation and Collection

Withholding Tax Return:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04

Note: Measures and targets will be set after data have been gathered and analyzed. We will examine Federation of Tax Administrators' (FTA) benchmarks for measure and target reference.

Strategies

- Conduct external and internal customer focus groups to determine customer priority objectives on the following items:
  Department cost to correct mistakes
  ‣ Time to produce product from start to finish
  ‣ Time to deposit
  ‣ Total cost to produce
  ‣ Average cost to customer (one unit)
  ‣ Total cost to customer for this product
  ‣ Telephone calls received for this product
  ‣ Citizens' return on investment
  ‣ Return on investment
  ‣ State revenue generated
  ‣ Returns processed correctly on the first try
  ‣ Percent of returns with errors

Key Product Initial Year

Key Operational Products
Division of Taxation and Collection

Fuel Tax Return:

Measures	*Results*	*Benchmarks*		*Targets*		
	FY 01	Florida	Nebraska	FY 02	FY 03	FY 04
Number of returns received	11,683			11,683	11,683	11,683
Revenue generated (millions)	$710.8			$710.0	$710.0	$710.0
Number of days from receipt to deposit	1	0.03	0.12	<1	<1	<1
Percent of returns processed correctly (through initial entry into system)*						
Percent of returns containing errors*						
Percent of returns submitted electronically*	0%					
Number of days from receipt of return to completion of initial entry into system				5	2	1
Number of days from receipt of return to completion of final entry (all schedules entered into system)				30	20	10

*An automated processing system is being implemented January 2002. Until we begin receiving returns and doing actual key-entry, we do not know what is reasonable to project as targets.

Strategies

- *Monitor new automated system to determine reasonableness of measures and targets*
- *Make adjustments as supported by baseline data as we implement automated system*
- *Refine targets and measures based on actual baseline data*

Key Operational Products
Division of Motor Vehicle
and Drivers Licensing

Field Office Operation:

Measures	Baseline	Results	Benchmarks			Targets		
	FY 00	FY 01	TX	WI	IN	FY 02	FY 03	FY 04
Number of transactions processed								
Motor Vehicle	1,666,321	*1,363,068				1,098,360	1,120,327	1,142,734
Driver License	607,166	619,883				632,281	644,926	447,321
Percent of transactions completed during customers' first visit	92%	94%	67%	67%		95%	96%	97%
Average wait time (minutes)				80%				
Motor Vehicle	14	12		in	28-30	12	11	10
Driver License	12	11		<21	45	12	11	10
Number of branch offices reducing wait time to the 15-minute standard or less (total of 11 branch offices)	10	11				11	11	11
Average department cost per transaction	$2.51	$2.76				$ 3.41	$3.41	$3.86
Total cost of branch offices (millions)	$5.7	$5.8				$5.9	$6.01	$6.1

* In FY01, transaction counts were reported directly from the offices based on shipment totals. Prior to FY01, transaction counts were taken from the Missouri Transportation Accounting System (MTAS) reports, which show a higher number of transactions, as miscellaneous types of transactions were included.

Strategies

- *Field Automation System for Title and Registration (FASTR) Implementation*
  - ‣ *Appoint a project manager to oversee total project from product development through implementation*
  - ‣ *Hold weekly status report meetings between project manager and a working core group in the Customer Assistance Bureau and other relevant bureaus/sections to be established*
  - ‣ *Evaluate staffing regarding Computer Information Technology for installation and support, help desk, and training. This evaluation must include a plan for transitioning current FTE into new positions.*
  - ‣ *Identify FASTR integration with the National Motor Vehicle Title Information System*

Field Office Operation (continued):
Strategies

- *Transition*
    - ‣ *Develop new contract that is ready for use at point of office turnover; contract for each office could be prepared and only signatures would be required*
    - ‣ *Implement bureau reorganization that will provide increased field representative staff for availability to offices during transition*
    - ‣ *Reallocate staff for phone coverage (i.e., identify backup employees to handle phones during peak demands)*
- *Language barriers, customer diversity*
    - ‣ *Conduct diversity training on how to deal with language and cultural differences for employees who work directly with customers*
    - ‣ *Modify Licensing Technician and Telephone Information Operator classifications to include a higher grade or additional pay for foreign language skills to aid in recruiting and retaining employees with these skills*
    - ‣ *Continue offering Spanish classes to employees or encourage employees to take a foreign language class through local educational institutions at the department's expense*
- *Employee salaries staying competitive to address inequity with private sector*
    - ‣ *Request Human Resource Services to conduct an updated "compared to market" analysis of employees completing similar work in the private sector*
    - ‣ *Submit decision items, with a compelling case, to the legislature for increase in pay scales*
- *Reduction in transactions due to biennial vehicle registration, Internet vehicle registration renewal, and six-year driver license renewal*
    - ‣ *Develop statistical document that will track/monitor results of new legislation*
    - ‣ *Evaluate/analyze information monthly and begin projecting/forecasting the net effect to the offices so "what to do plans" can be developed and tailored by office*
    - ‣ *Develop attrition/reallocation plans as results dictate*

Field Office Operation (continued):
Strategies

- *New Over-the-Counter driver license system contract*
  - ‣ *Appoint a project manager to oversee total project from product development through implementation*
  - ‣ *Hold weekly status report meetings between project manager and a working core group in the Customer Assistance Bureau and other relevant bureaus/sections*
  - ‣ *Evaluate staffing regarding Computer Informaton Technology for installation and support, help desk, and training*
  - ‣ *Stagger installation and implementation in the branch offices*
- *Budget Constraints*
  - ‣ *Review all spending to cut back wherever possible*
  - ‣ *Reduce mileage expenses by having field staff travel together to meetings when possible*
  - ‣ *Do more single-day trips when possible to avoid hotel expenses*
  - ‣ *Share hotel rooms when possible*
  - ‣ *Have short meetings via conference call rather than traveling to a single location*

*Key Operational Products
Division of Motor Vehicle
and Drivers Licensing*

Initial Driver License:

Measures	Baseline	Results	Targets		
	FY 00	FY01	FY 02	FY 03*	FY 04
Number of initial driver licenses produced	378,066	374,351	381,837	389,474	397,264
Revenue generated (millions)	$2.54	$3.68	$3.76	$3.83	$3.90
Percent produced correctly on first try	99.1%	99.3%	99.5%	99.4%	99.6%
Cost to correct mistakes	$27,045	$26,138	$28,138	$30,138	$28,138
Time to produce one license (minutes)	79	76	70	70	67
Department total cost to produce (millions)	$9.6	$9.4	$9.4	$9.2	$9.2
Department cost to produce one license	$25.57	$25.50	$25.50	$24.99	$24.99
Customer cost to produce one	$40.43	$40.01	$39.21	$39.21	$38.43
Customer total cost to produce (millions)	$15.3	$14.6	$14.3	$14.3	$14.0

* The division is implementing a new driver license contract this year.

Strategies

- *New driver license contract*
  - ‣ *Rewrite driver license contract*
  - ‣ *Distribute Request for Proposal, evaluate responses, award bid*
  - ‣ *Secure funding and establish procedures for payment*
  - ‣ *Integrate application software*
  - ‣ *Implement hardware and software*
  - ‣ *Conduct acceptance testing*
  - ‣ *Train central and field office staff*
  - ‣ *Review system and facilities security*
  - ‣ *Establish procedures for managing consumables*
  - ‣ *Review administrative rules and legal issues*
  - ‣ *Prepare material for public relations/awareness*

Initial Driver License (continued):
Strategies

- *Federal audit recommendations*
  - *Review federal audit findings and identify changes*
  - *Submit service request for changes*
  - *Make program changes to systems*
  - *Establish test criteria and test*
  - *Implement changes*
- *Fraud*
  - *Propose legislation for change*
  - *Develop legislative package*
- *Missouri Out-of-State Conviction Process (MOSCP)*
  - *Complete problem statement and request for recommendations' approval*
  - *Complete service request*
  - *Complete business requirements/design document*
  - *Program system*
  - *Develop test plan*
  - *Test the system*
  - *Train appropriate staff*
  - *Implement system*
- *Federal Motor Carrier Safety Administration (FMCSA) Improvements*
  - *Submit comments to FMCSA on proposed rules*
  - *Obtain final rule and timeline from FMCSA*
  - *Develop business requirements/design document*
  - *Program system*
  - *Develop test plan*
  - *Test the system*
  - *Train appropriate staff*
  - *Implement system*

Key Operational Products
Division of Motor Vehicle
and Drivers Licensing

Renewal Driver License:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03*	FY 04
Number of renewal driver licenses produced	1,535,672	1,525,378	1,494,870	1,524,767	1,036,842
Revenue generated (millions)	$12.1	$16.0	$16.0	$16.3	$12.4
Percent produced correctly on first try	99.1%	99.3%	99.5%	99.4%	99.6%
Cost to correct mistakes	$105,584	$126,110	$131,110	$136,110	$131,110
Time to produce one license (minutes)	16.75	13	13	13	10
Department total cost to produce (millions)	$6.9	$6.7	$6.7	$6.9	$6.6
Department cost to produce one license	$4.83	$4.45	$4.45	$4.75	$4.55
Customer cost to produce one	$25.13	$26.50	$26.23	$26.23	$25.71
Customer total cost to produce (millions)	$36.1	$37.1	$36.7	$36.7	$36.0

* The division is implementing a new driver license contract this year.

Strategies

- *New driver license contract*
    - *Rewrite driver license contract*
    - *Distribute Request for Proposal, evaluate responses, award bid*
    - *Secure funding and establish procedures for payment*
    - *Integate application software*
    - *Implement hardware and software*
    - *Conduct acceptance testing*
    - *Train central and field office staff*
    - *Review system and facilities security*
    - *Establish procedures for managing consumables*
    - *Review administrative rules and legal issues*
    - *Prepare material for public relations/awareness*
- *Federal audit recommendations*
    - *Review federal audit findings and identify changes*
    - *Submit service request for changes*
    - *Make program changes to systems*
    - *Establish test criteria and test*
    - *Implement changes*

Key Operational Products
Division of Motor Vehicle
and Drivers Licensing

Renewal Driver License (continued):
Strategies

- *Fraud*
  - ‣ *Propose legislation for change*
  - ‣ *Develop legislative package*
- *Missouri Out-of-State Conviction Process (MOSCP)*
  - ‣ *Complete problem statement and request for recommendations' approval*
  - ‣ *Complete service request*
  - ‣ *Complete business requirements/design document*
  - ‣ *Program system*
  - ‣ *Develop test plan*
  - ‣ *Test the system*
  - ‣ *Train appropriate staff*
  - ‣ *Implement*
- *Federal Motor Carrier Safety Administration (FMCSA) Improvements*
  - ‣ *Submit comments to FMCSA on proposed rules*
  - ‣ *Obtain final rule and timeline from FMCSA*
  - ‣ *Develop business requirements/design document*
  - ‣ *Program system*
  - ‣ *Develop test plan*
  - ‣ *Test the system*
  - ‣ *Train appropriate staff*
  - ‣ *Implement system*

Motor Vehicle Title:

Measures	Baseline	Results	Benchmarks			Targets		
	FY 2000	FY 2001	MI	AR	ND	FY 02	FY 03	FY 04
Number of titles produced (millions)	2.8	2.4				2.6	2.7	2.8
Transactions produced correctly the first time	71.98%	91.1%	98%	90%	97%	93%	95%	99%
Amount of revenue generated (millions)	$592.5	$579.2				$584.4	$586.7	$589.1
Cost to correct mistakes (millions)	$2.7	$.5				$.5	$.4	$.2
Number of days to process one title								
Regular	11	14.2	10	5-7	10	7	5	1
Quick	3	2.5				2	2	1
Reject	45	31.8				25	21	11
Cost to produce one	$3.52	$2.54				$2.49	$2.27	$2.07
Total cost to produce (millions)	$9.5	$6.1				$6.0	$5.5	$5.0
Cost to customers to produce one (time and money)	$21.71	$20.22				$20.00	$19.78	$19.56
Total cost to customers (millions)	$58.3	$60.6				$60.0	$59.4	$58.8

Strategies

- *Implement the Field Automation System for Title and Registration (FASTR) computer system for titles and registrations*
- *Reduce title errors*
  - ‣ *Provide employees with additional training in areas that generate errors*
  - ‣ *Develop enhancements to current data entry program (Lifeworks)*
- *Research and develop Internet programs*
  - ‣ *Develop and implement the Notice of Lien application*
  - ‣ *Research and develop the Internet application for Notice of Vehicle Sales from Automobile Dealers (transmitting title application data)*
- *Simplify department forms*
  - ‣ *Notice of Lien*
  - ‣ *Title Application*

Motor Vehicle Registration:

Measures	Baseline	Results	Benchmark	Targets		
	FY 00	FY 01	MI	FY 02	FY 03	FY 04
Number of registrations produced (millions)	5.0	6.4		5.1	5.3	5.5
Percent of transactions produced correctly the first time	89%	94%	98%	95%	97%	99%
Amount of revenue generated (millions)	$142.3	$175.1		$145.2	$151.0	$157.0
Cost to correct mistakes (thousands)	$515.5	$486.9		$467.4	$448.7	$430.8
Total cost to produce (millions)	$9.1	$8.4		$8.1	$7.8	$7.5
Number of days to process one	17	14.7		8	6	1
Cost to produce one	$1.82	$1.39		$1.34	$1.29	$1.24
Cost to customer (time and money) to produce one	$45.23	$39.12		$38.34	$36.81	$35.34
Total cost to customers (millions)	$227.0	$242.5		$231.7	$227.1	$222.5

Strategies

- *Implement the Field Automation System for Title and Registration (FASTR) computer system for titles and registrations*
- *Reduce registration errors*
  - *Provide employees with additional training in areas that generate errors*
  - *Maintain a current status on the errors in the General Registration File (GRS) and establish a temporary GRS corrections unit to eliminate the GRS error file*
  - *Develop enhancements to current data entry program (Lifeworks)*
- *Research and develop Internet programs*
  - *Develop and implement the Internet registration renewal project*
  - *Research and develop the Internet application for Notice of Vehicle Sales from Automobile Dealers (transmitting title application data)*
- *Research and propose new legislation to standardize registration fees*
- *Simplify department forms: evaluate the use of a blank renewal notice form in place of the short white application in field offices*

Key Product Initial Year

Key Operational Products Division of Motor Vehicle and Drivers Licensing

Insurance Verification:

Measures	*Baseline*	*Results*	*Targets*		
	FY 00	FY 01	FY 02	FY 03	FY 04
Percent of insurance companies compliant with Missouri's reporting requirements			Baseline established	Improvement over baseline	Improvement over baseline
Ratio between the Enhanced Sampling Program (ESP) "insured vehicles reported" (i.e., the book of business provided by insurance companies) and the number of registered vehicles (provided by the department)			Baseline established	Improvement over baseline	Improvement over baseline
Percent of sampled individuals in the pool that have insurance			Baseline established	Improvement over baseline	Improvement over baseline
Percent of sampled individuals who are/should be exempt (i.e., should not be in the pool)			Baseline established	Improvement over baseline	Improvement over baseline

Note: This product is new and no past data are available to analyze to project targets. After implementation and review of initial data, measures will be reviewed for appropriateness and targets set.

Strategies

- *Monitor and evaluate the Enhanced Sampling Program (ESP) Trading Partner tracking system that automatically tracks the monthly reports from companies (were they received and were they on time?)*
- *Monitor and evaluate the ESP Trading Partner tracking system that automatically tracks each company's monthly error rates (are they going up/ down? is company fixing the errors identified by the department?)*
- *Establish an acceptable error rate (the percentage of errors that will be acceptable; e.g., 25 percent)*
- *Notify Department of Insurance when a company is not in compliance*
- *Prepare an annual report to the legislature and meet with legislators to discuss the status of the program*
- *Prepare a similar report for the insurance industry*

*Key Product
Initial Year*

*Key Operational Products
Highway Reciprocity Commission*

Motor Carrier Registration:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Time to process a renewal (hours)			40	36	32
Number of rejects	1,327	823	750	680	600
Percent of rejects	22%	15%	13%	11%	10%
Number of walk-ins	1,200	1,120	1,050	970	900
Total number of telephone calls received			Baseline established	Reduce baseline by 10%	Reduce baseline by 8%
Number of telephone calls requesting assistance			1,100	1,000	900

Strategies

- *Combine International Registration Plan (IRP) and International Fuel Tax Agreement (IFTA) renewal forms*
- *Track reasons for rejecting a renewal*
- *Begin tracking processing time on renewals to determine bottlenecks and avenues for improvement*
- *Track incoming "help" telephone calls to assist in developing strategies to reduce the number of telephone calls*
- *Preprint IFTA mileage on IRP renewal forms*
- *Develop and implement electronic registration and renewal*

Key Product Initial Year

Key Operational Products
Highway Reciprocity Commission

Motor Carrier Fuel Report:

Measures	*Baseline*	*Results*	*Targets*		
	FY 00	FY 01	FY 02	FY 03	FY 04
Time to process quarterly renewal (hours)			40	36	32
Number of rejects			1,000	900	850
Percent of rejects			5%	4%	3.5%

Strategies

- *Combine International Registration Plan (IRP) and International Fuel Tax Agreement (IFTA) renewal forms*
- *Track reasons for rejecting a renewal*
- *Begin tracking processing time on renewals to determine bottlenecks and avenues for improvement*
- *Explore establishing escrow accounts for IFTA carriers*
- *Explore automatic renewal for IFTA accounts in good standing*
- *Use debt offset on IFTA accounts*
- *Develop and implement electronic renewal and quarterly filing*

Criminal Investigation Case:

Measures	*Baseline*	*Results*	*Targets*		
	FY 00	FY 01	FY 02	FY 03	FY 04
Number of cases initiated	832	872	854	854	854
Number of cases completed	897	895	900	900	900
Findings of completed investigations (number of cases)					
Insufficient evidence	169	224	160	160	160
Successful resolution	257	198	280	280	280
Administrative action	163	303	240	240	240
Prosecution report	192	170	180	220	220
Summons			Baseline established		
Number of days to complete an investigation					
Insufficient evidence	167	154	150	150	150
Successful resolution	117	141	140	140	140
Administrative action	88	73	89	89	89
Prosecution report	135	166	150	150	150
Summons			Baseline established		
Total cost of investigations (millions)	$1.0	$1.1	$1.2	$1.2	$1.3
Average cost of one investigation	$1,287	$1,273	$1,423	$1,423	$1,504

Strategies

- *Conduct quarterly strategy meetings to improve "Completed Investigations" outcomes (insufficient evidence and summons) in order to lower insufficient evidence cases*
- *Conduct focus groups to help customers prioritize investigation requests*
- *Measure the degree to which customer expectations are achieved*
- *Continue to assess targets and strategies in order to innovate and improve*
    - *Track cases and agent activity using Lotus Notes system*

*Key Product
Initial Year*

*Key Support Products
Division of Administration*

Performance Management Plan:

Measures		Baseline	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Percent of departmental employee turnover		1%	<1%	<1%	<1%
Percent of employees with five or more years of service with the department		64.75%	75%	85%	95%
Number of disciplinary actions		38	<38	<FY02	<FY03
Percent of employees who know their job expectations			All employees in pilot areas	50% of all employees	95% of all employees
Percent of employees who know how they are doing in their job			All employees in pilot areas	50% of all employees	95% of all employees
Percent of employees who know how to improve their performance			All employees in pilot areas	50% of all employees	95% of all employees
Percent of supervisors and employees conducting on-going, meaningful conversations			All supervisors & employees in pilot areas	50% of all supervisors & employees	95% of all supervisors & employees

Strategies

- *Establish a team to finalize Performance Management Plan (PMP)*
  - *Policy decisions*
  - *Forms*
  - *Education of employees, supervisors, and managers*
  - *Debug plan (clarify who does what in on-going conversations)*
  - *Marketing (pre- and post-pilot)*
  - *Determine levels of implementation (what level of employee and management to include)*
- *Pilot plan in identified areas to include professional, processing, and field employees*
- *Evaluate and measure results of pilot and modify as appropriate at six months, nine months, and 12 months, if necessary*
- *Fully implement PMP throughout the department by end of Fiscal Year 2003*

*Key Product
Initial Year*

*Key Support Products
Division of Administration*

Mail Process:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Number of incoming pieces of mail (thousands)	8,040	7,547	7,100	6,700	6,300
Number of outgoing pieces of mail (thousands)	19,661	20,039	16,400	16,100	15,800
Cost of mail processing (thousands)	$8,070	$7,029	$6,740	$6,854	$6,970*
Percent of time mailing deadlines met	100%	100%	100%	100%	100%
Number of complaints of incorrect delivery incoming mail		0	0	0	0
Turnaround time of incoming mail April through December (hours)		1.9	1.9	1.9	1.9
Turnaround time of incoming mail January through March (hours)		3	3	3	3

* Does not include postal rate increases.

Strategies

- *Encourage and support electronic information and transactions*
- *Encourage and work with programmers to program all mail to meet requirements for the steepest postage discounts*
- *Study switching motor vehicle registration renewals to postcards*
- *Study placing 1099G on tax refund check stub*
- *Establish mail user group to improve quality of forms and envelopes (including Office of Administration) and print jobs in State Data Center*
- *Work with divisions and U.S. Postal Service to divide and reassign drop boxes and post office boxes and/or add more specific information to the department's return addresses*
- *Update internal Mail Service Center procedures and Mail User Guide*
- *Pursue mail preparation training for users*
- *Study alternatives to current National Change of Address system*

Purchasing Process:

Key Product Initial Year

Key Support Products Division of Administration

Measures	*Baseline*	*Results*	*Targets*		
	FY 00	FY 01	FY 02	FY 03	FY 04
Turn around time in days to place non-bid orders, excluding special delivery orders			Baseline established	Less than baseline	Less than baseline
Turn around time in days to place non-bid special delivery orders			Baseline established	Less than baseline	Less than baseline
Turn around time in days to place commodity orders by the department (includes vendor response time)			Baseline established	Less than baseline	Less than baseline
Turn around time in days to place service written bid orders by the department (includes vendor response time)			Baseline established	Less than baseline	Less than baseline
Turn around time in days to place orders bid by the department using telephone bids (includes vendor response time)			Baseline established	Less than baseline	Less than baseline
Percent of purchases to minority and women owned businesses per Executive Order 98-21 (bids conducted by the department buyers)	14.02%	16%	18%	19%	20%

Strategies

- *Obtain procurement card from the Office of Administration, Division of Purchasing and Materials Management (OA DPMM) to allow the purchasing section to make purchases over the Internet and allow the department to procure items from vendors that do not accept purchase orders or allow credit purchases. Explore possibility of expanding program to field personnel.*
- *Automate the purchase requisition and provide a tracking mechanism to enable a user to check the status of an order*
- *Place all department bids on the department's web page so potential bidders can download and respond. (Currently, bids are mailed to potential bidders.)*
- *Implement the SAM II on-line bidding functionality when OA's DPMM internet application is available to agencies*
- *Evaluate department/division policies and procedures to streamline process (i.e., multiple levels of purchase requisition approval, etc.)*
- *Attend workshops and network with Minority Business Enterprise/Women Business Enterprise (MBE/WBE) to increase participation in state procurement*
- *Participate actively in purchasing charter team*

*Key Product
Initial Year*

*Key Support Products
General Counsel's Office*

Regulations:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY04
Percent of completion of the Sales and Use Tax Regulations Group (SURG) project			90%	100%	
Percent of Chapter regulations simplified and modified to agree with Chapter language			Establish the requirement		

Strategies

- *Establish and charter teams to review and recommend changes to existing regulations:*
  - *Chapters 1 (Organization of the Department of Revenue) and 42 (General Department Policies)*
  - *Chapters 2 (Income Tax [personal tax only]) and 22 (Property Tax Credit)*
  - *Chapters 2 (Income Tax [corporate tax only]) and 9 (Franchise Tax)*
  - *Chapters 3 (State Sales Tax), 4 (State Use Tax), 5 (City Sales Tax, Transportation Tax and Public Mass Transit Tax), 11 (County Sales Tax), and 44 (Miscellaneous Fees and Taxes)*
  - *Chapters 6 (Motor Vehicle Fuel Tax) and 7 (Special Motor Fuel Use Tax)*
  - *Chapter 8 (Inheritance and Estate Tax)*
  - *Chapter 10 (Financial Institutions Tax)*
  - *Chapter 16 (Cigarette Tax)*
  - *Chapters 23 (Motor Vehicle), 24 (Driver's License Bureau Rules), 25 (Motor Vehicle Financial Responsibility), 26 (Dealer Licensure), and 40 (Motorcycle Helmet Standards)*
  - *Chapter 41 (General Tax Provisions)*
  - *Chapter 43 (Investment of Nonstate Funds)*
- *Report recommendations by December 31, 2001 and adopt by January 31, 2002*
- *Repeal Chapter 39 (Collections for State Hospitals and Institutions)*
- *Substantially complete Sales and Use Tax Regulations Group (SURG) project*

Key Support Products
Revenue Technology

Website Plan:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Cost to produce Web site	$130,989	$169,289	$180,000	$200,000	$225,000
Number of hits on the department's home page	530,7408	814,420	1.1 mill.	1.5 mill.	2 mill.
Percent of customers satisfied		61%	75%	85%	95%
Cycle time of work requests (turnaround time in working days)			10	8	5
Number of e-mail messages (DORmail only)	8,932	6,523	5,000	4,000	4,000
Volume of e-mails (DORmail and other mailboxes)		37,000*	55,000	80,000	100,000
Turnaround time of e-mail (in hours)			24	20	20
Number of e-transactions available	2	4	7	9	11

* Estimated figure. Some statistics are not available for other departmental mailboxes.

Strategies

- *Implement eGain*
- *Refine customer satisfaction pop-up*
- *Implement work request system*
- *Revise Web plan*

Key Product Initial Year *Key Support Products Revenue Technology*

Network Plan:

Measures	Baseline	Results	Targets		
	FY 00	FY 01	FY 02	FY 03	FY 04
Percent of cabling uptime			95%	98%	98%
Percent of network component uptime			90%	95%	98%
Percent of dial-in uptime			90%	95%	95%
Percent of time WAN service available			95%	98%	98%
Percent of time SDC service available			90%	95%	98%
Percent of time software (protocol) operational			95%	98%	98%
Percent of training accomplished			60%	70%	90%
Percent of MS Exchange uptime			90%	95%	98%
Aggregate resolution time (hours)			6	4	3
Amount of unscheduled downtime			Baseline established	Reduce baseline by 10%	Reduce baseline by 10%
Amount of scheduled downtime			Baseline established	Reduce baseline by 5%	Reduce baseline by 5%

Strategies

- *Establish network team to identify issues related to support and availability of the department's network and to participate in the development of the network plan*
- *Develop three-year network plan to address manageability, security, and future needs*
- *Refine metrics for evaluating the network as a successful and established service/product*
- *Designate network plan action items as formal projects with assigned resources, priorities and dependencies, action items, budget, and delivery dates*

Vision

Simplify

Mission

Simplifying what we do to make the government work for you